

806\$(3808:&5HSRUW
9LVLWLVRRXUL8QLYHUVLV\EXX8ROXDEL

7R ifLp a"eÂ • rv•806\$ UL DTÀ pÀ |!• P ò X Ü Æ •) L Q D E H V

/HFWXUHU LQ WKH ,QWHUSUR)BFXORQDO &GXPDLWQ 8QHDWOWK 6FL
RI WKH :HVWHUQ &DSH

1RYHPEHU

08+RVWURHD \$QQ /RZHU\
\$VVRFLDWHO 83URQHFVRU 'HSDUWPHQW RI 2FFXSDWLRFROOXPEHDDS

2YHUYLHZ

, DP H[WUHPHO\ JUDWHIXO IWKHW806\$(SS/LQW DPHSKUDWKDDPHQ PH V
WUDYHO DEURDG DQG VKDUH P\ H[SHQWLVLV7ZLWLVKDWMOHQZULF00GJ
H[SHULHQFH WKDW , ZLOO QHHW-XUQRWRHWRDQBEKDSWRVGHWHUPLQH
PDGH LQD,VHGRQ LQLWLDWLYHVXWKDWRZRHNSWVGLXSSDLSFHU LRG WKD
VSHQW ,ZKHWHFDPSXV WRWUZLWK 'HDQ +DJJOXQG DQGSS0GWHHDWH '
SUHVHQWDWLRRQVWRH DQ 2HSFDUWRWK0WDDQYGVRU\ DFPRES DQGHHG WK
27 'HSDUWPHQW RQUDDYH0GHGLWLW.DQVDV &LWWRDQGDQ00ULQVHVW D
DQ ,3(SURJ0BAP0LW0KLFDO DGYLVRQG FBPR0WPH0W HHH WR HVW
JRDOPHW /ZLWVK6DDI0G0V KH LQWHUQDWLRFQDSULLPODWSRQVSRBSMLRHWK
W0RUN 3LWRHD \$QQ /RVZ0LW0DWA0LWLDWLYHV DQG DFWLYLWLHV
HVWDEODVRULDD0,3}(HGXUUL\$G0X0VLRQD0D0VLW P0F0X0GH0ZLWK IH
FROHDJXHV WKDW , KDYH ORQJ VWDQGLQJ UHO0KMLRQF0K0SWDZLX
LQFOXGHG 3URI \$ULI \$KP0H0L0M0R0:0R0GH0B0G

3URIHVVLQRQV &ROXPELD &DPSXV LQ 0LVVVRXUL
x 7R LGHQWLI\ PRGXOHV FRXUVH LQ WKH RYHUDOO FXUULFXOX
GXSOLFDWLRQ OHQGLQJ LWVHOI WR D FROODERUDWLYH DSSUF
x 7R LGHQWLI\ DQG GHVLJQ DGGLWLRQDO RSSRUWXQLWLHV RQ
ZRXOG FRPSOHPHQW H[LVW GHSDUWPHQWDO FXUULFXOXP
x 7R LGHQWLI\ DQG FROODERUDWLYH FZLSODDMPHQWV RQW XQH
MRLQW SODFHPHQW VLWH IRU VWXGHQWV DFURVV GLVFLSOLQ
x 7R LGHQWLI\ DQG H[SORUH VRFLDO PHGLD RSSRUWXQLWLHV
FROODERUDWH VKDUH DQG GLVFXVV
x 7R SODQ DQG RU HVVRODWWKH RDE, SOWKDFPSLRQV WR GULYH V
IDFXOW\
x 7R IDFLOLWDWH RQH ,3(ZRUNVKRS ZLWK IDFXOW\ DV D VWDII

6WDWXSURSRZEMHFWLYHV

0\ 08 YLZDWQVLJKWIXO LQ XQGHUVWDQGDQG WFRQVXUHLQWUFXOW
HQYLVDJHG IRUPDORJ(LQ7KLV H[FKDQJH SURYLGHG DQ RSSRUWXQ
FROODERUDWLYH UHODWLRQVKLS LQ WFRQVRODQFLXUHQXPENPRWK
ZLDOORZ D FROODERUDWLYH DSSURDFK WRZDUGV WHDFKLQJ DQG
D ZRUNIRUWADQ HIIHFWLWYVWJHVKHU WR LPSURYH WKH KH
LQGLYLGXDOV IDPLOZHEOFKOLKOLWVWVWULJRIQDFWLQYHVODWLRQ
ZKDW ZDV DEOHUMBOLJH

7R GHYHORS DQ XQGHUVWDQGLQJ RI WKH RYHUDOO FXUUL
3URIHVVLQRQV &ROXPELD &DPSXV LQ 0LVVVRXUL

,Q RUGHU WR XQGHUVWDQGXPEL DXPVHFWLWLYLWLHV ZHUH SXW LQ
RXW ZLWK D FDPSXV ZLGH RULHIQDWRZRG ARVWKHUXDOLPHUWLLQJV
ZLWVWXGHQWV IDFXOWSUHVHQQWIDWLYHV RI VFKRROFKRHS DRUWPHID
3URIHVVLQRQV LQFOXGHV D QXPEHU RI GHSDUWPHQWV DQG SURJUDP
7KHVHFLXGH 5DGLRJUDSK\ UHSASLUSHDGJX DZKHH DULQJ 3XEOLF +H
+HDOWK 3V\FKRORJ\ 2FFXSDWLRQDO 7KHUSD\ 3K\VLDFORSMHUSD
PHHWLQJV ZLWK IDFXOW\ DQG NH\ UHSUHVHQWDWLYHV , KDG WK
RWKHQ\ VKDULQJ WKLV LQIRUPDWLRQ LWPZDXWKHU LQWKHULRQ
RSSRUWXQLWLHV IRU ,3(

V ~ €

6WXGHQW \$GYLVRU\ &RPP%LMMV D N H U G R E V Q J D Q , F H

7R LGHQWLI\ DQG FROODERUDWHY\FH Z S O B F H P H Q W V W U R Q W X L G G
D MRLQW S O D L F M H P H Q U V W X G H Q W V D F U R V V G L V F L S O L Q H V

, DFFRPSDQLHG W K H P H Q W G H S F D R Q H V L W H Y L V L W D W F D L F H Q W H U H D W
YRFDWLRQDO W \ S H W D V N V W R S H U V R Q V Z L W K G L V D E E O I R M O U G H V +
GLVFXVV K R Q K H Z P V Q D J H P H Q W D Q G V W D I I D U R X Q G W K H S R V L E L O L V
F H Q W U R S Z H Q W S R R W K L E W O L H W I R F X V Z D V R Q O \ R Q 27 V W X G H Q W V Z K L F H
R W K H U G H S D U W P H Q W V W R) E F X Q W Y R O W D I G I D Y G Z H G O O H Y H O D F W K R I G F R Q
L Q W H U S U R I H V V L R Q D O R S S R U W X Q L W L H V D Q G Z H U H V W L O O W K L Q N L
Q H H G I R U V W D I I G H Y H O R S P H Q Z D Z R I O N H W K R S M W K R F R U M I D W H G L V F L S O
FROODERUDWLYH DSSURDFK WR KHDOWKFDUH

7R LGHQWLI\ DQG H[SORUH VRFLDO PHGLD R S S R U W X Q L W L
FROODERUDWH VKDUH DQG GLVFXVV

7KLV REMHFWDYWHG D G W O L R H M R F X V Z D V U D W K H U R Q H V W D E O L V K L Q J I
V W X G H Q W V W R E H H Q J D J H G L Q , 3 (\$ Q R W K F X U W R F W R Z D M D W R H H Q Z D U
D Q G W K U R X J K W K L V D Z D U H Q H V V L G H Q W L I \ R S S R U W X Q L W Z H V H W R Z
P D G H D Y D L O D E O H W R V W D I I D Q G V W X G H Q W V W R I R O O R Z R X U D F W L
L Q 08 : & K D V D) D F H E R R N W J U R X Z Z I D F H E R R N F R P J U R X S V

)DFXOW&R,BPLWWHH 3ODQQLQJ 6HVVLRQ

7R IDFLOLWDWH RQH ,3(ZRUNVKRS ZLWK IDFXOW\ DV D VW
8QIRUWXQDWHO\ P\ YLVLW ZDV GXULQJ WKH VXPPHDYBUCWDRDHOHQG
VHWXS D ZRHNDCVRS IHOW WKDW WKH IDFXOW\ LZD V XFRWD QHDFGNLW R
RQFH VPDOOHU LQLWLDWDWHSUZHUHGSXRVZHQZSDFNLDWKLWD EHWWHU
GR VXFK D ZRUNVKRS DW D ODWHU VWDJH

\$GGLWLRQDO 1RWHZRUK\ \$FWLYLWLHV

80.& 9LVLW

, KDYH D ORQJVWDQGLQJ UHQDWLROLDWZLWKH8VW&XGHQW H[FKD
8:& DV SDUW RI WKH *OREDO +HDOWK SURJUDPPHW, WKHYHDFRSXVKD
.DQVDV &LW\ DQG ZDVDEXOMWZRVSEIQGKHUH 2Q P\ DDUJLYFXOWURI
PHHWLQJ IRU PH ZKHUH , SUHVHQWHG WKZDS:&W,R(JBQRJUDPPH LQWK
VSDUN LGHDV IRU GHYHORS LQJ WKH ,3(SURJWDPPHLDW H&W7DK
WMDZHUH JHQHUDWHG E\ P\ SUHVHQWDWLRQ DQG HYHQ WDON DE
IRU WKH VWDII H[FKDQVSHQJUDPPHVPHHDW 8:& WR 3(SDFW HYLFLRX
, DSSUHFLDWHG WKH ZDUP UHFHSWLRQ , UHFHLYHQDEHGUWQ \$QPHQ
SDWVXGWQDW , ZDV HQJDJHG ZLWK DW 8:& 0LNH :RRGRSMDNHVPH
WR EUHDNIDVW DQG D WRX,UGRIH.DQVDS&JHFLDZKLGK

0HHWLQJ ZLWK ,QWHUQDWLRQDO &HQWUH

, ZDV DEOH WR PHHW ZLWK :LOO , QWUHQDWLRQDO &HQWUH
WR EUHDNIDVW , PHW :LOO RQ RQH RI WKH VWXG\ DEURDGS SURJU
ZLWK KLP 7KGRXJFKVRLURQV ZHWZHFUHDDEIOHQDQRWKHU SDUWQHUVKL
GLVFRYHU WKDW WKH SHUVRQ , KDYH EHHQ OODLVQQQLFZLWKGKWK
ZDQWHG WR UHYLYH WKLV SURJUDPPH EXW ZDV XQVXUH ZDKR WKH
ZLWK WKH (QJLQHHLQJ)DFXOW\ DW 08 DQG LQ &LSHWFRZQKFRHW
FRXOG GR EFLHQWBYLWLHV ZLWK OHDUQHUV WR FUHDWH DQJLQWH
DW XQLYHUVLW\ OHYHO \$QIBWUHXUWHQW ZFRVODFRKBEWLRQ RQ WKL

7RXU RI 7KRPVRQ &HQWUH

,KDG D WRXU RI WKLV &HQWUH ZKHUH /HD \$QJLWRZ &RQQRHH,%URR
ZDV DPDJHG DW KRZ WKLV FHQWUH LV JHDSHG WRZDUGV ZD €p&H

